

Army Civilian Human Resources Program

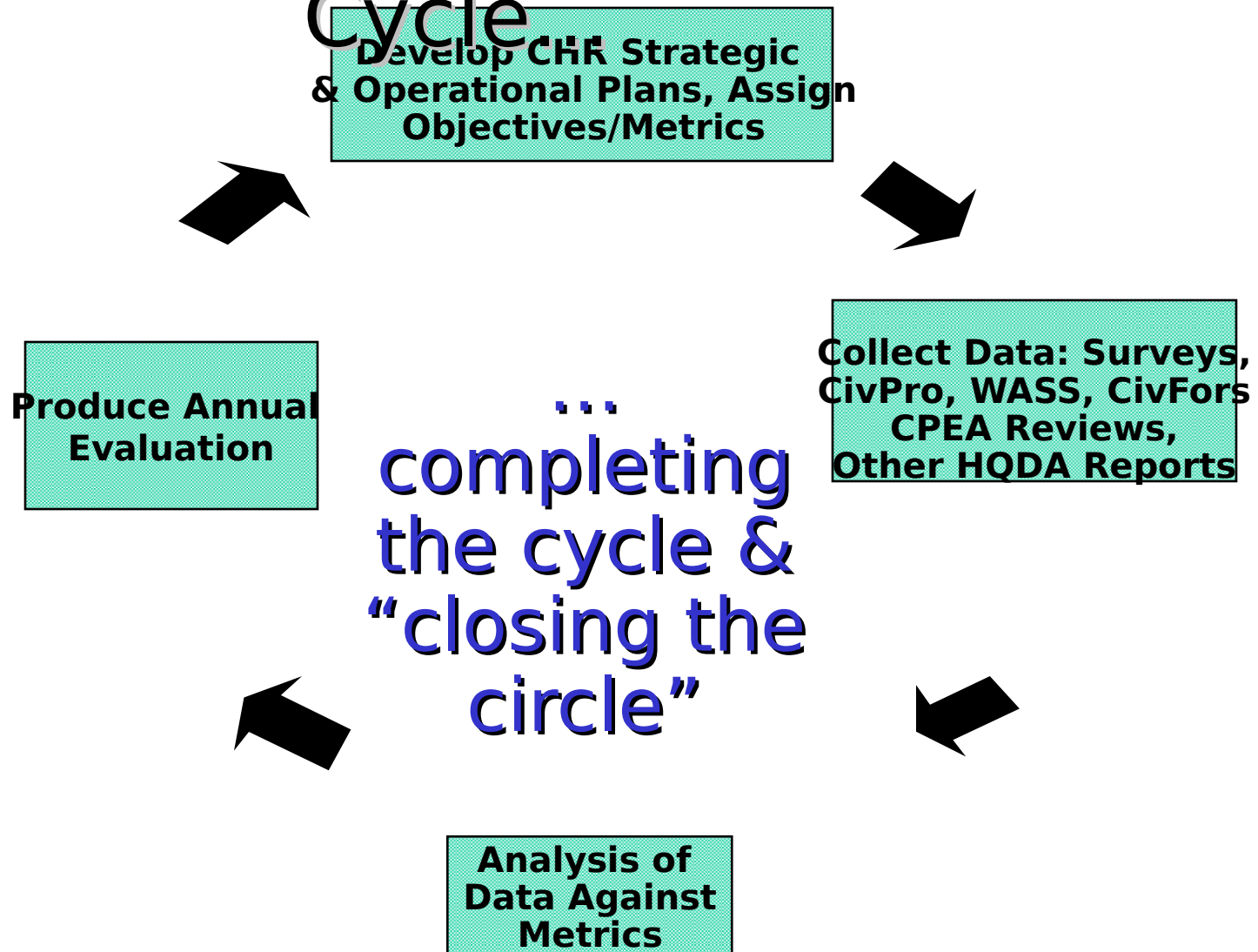
Metrics Briefing

For

NSPS Program Evaluation Work
Group

September 23, 2004

The Planning & Evaluation Cycle



Civilian Human Resource Metrics

- Mix of objective-quantitative/subjective-quantitative measures
- Develop and incorporate CHR metrics into various balanced scorecards and other change management initiatives
 - CHR Annual Evaluation
 - Army Civilian Attitude Survey
 - Strategic Readiness System (Army and G-1 Scorecards)
 - ACSIM Installation Status Report
 - Saratoga Institute Benchmarks
- Characteristics of a good metric: reliable, realistic, representative, related to other metrics, acceptable to management, consistent from one situation to another, predictable, inexpensive, understandable, measurable, uncontaminated/bias-free, differentiating

CHR Annual Evaluation

- Conducted each year
- Assessment of the “health” of Army’s civilian workforce and the quality of civilian personnel administration and management program operations
- Where possible, performance is measured against objectives
- Sources: mostly WASS+, CivPro, SF113A, Attitude Surveys, OPM, USACPEA
- For some indicators, we compare Army performance against DoD and Government-wide data
- Looking to see what, if anything, needs to be added to the Annual Evaluation to conform to GAO, OPM, and OMB directives
- May need to re-structure Annual Evaluation based on NSPS.

CHR Annual Evaluation (cont)

- Cost/Efficiency Metrics:
 - Service Ratio: number of operating-level personnelists to serviced population
 - Service Ratio: number of operating-level personnelists plus administrative support to serviced population
 - Service Ratio: number of operating and staff-level personnelists to workforce
 - Service Ratio: number of operating and staff-level personnelists plus administrative support to serviced population
 - Civilian Strength (Military Function)
 - Productivity per operating-level personnelist
 - Productivity per serviced customer

CHR Annual Evaluation (cont)

- Civilian Personnel Administration Effectiveness Metrics
 - Customer Satisfaction with Civilian Personnel Administration
 - Timeliness of Processing Retirement, Refund, and Death Benefits
 - Average Number of Days to Fill Positions
 - Staffing - Regulatory and Procedural Compliance
 - Management Employee Relations - Regulatory and Procedural Compliance
 - HQ ACPERS Data Quality - OPM's CPDF Data Quality Composite
 - HQ ACPERS Data Quality - HQ ACPERS Quality Control Report
 - DCPDS Data Quality

CHR Annual Evaluation (cont)

- Civilian Personnel Management Effectiveness Metrics
 - Grade Accuracy
 - Assignment Accuracy
 - Performance Appraisals – Regulatory and Procedural Compliance
 - Arbitration Decisions - % Won, Lost, Split
 - Unfair Labor Practices
 - Classification Appeals
 - Federal Employees Compensation Act (FECA) Benefits
 - Accuracy of MACOM and Career Program Budget Estimates for ACTEDS Intern Funds
 - % of Pre-Identified Emergency Essential Employees with Signed Agreements

CHR Annual Evaluation (cont)

- Workforce Morale Metrics
 - Army Civilian Attitude Survey composites measuring satisfaction with:
 - Job, Career, Supervisor, Management, Promotion System, Awards and Recognition, Discipline/Grievances/EEO Procedures (employees only), Work Group, Amount of Authority (supervisors only), Training and Development, and Fairness
 - Rate of formal grievances (under administrative grievance procedures) per 1000 non-bargaining unit employees
 - Rate of formal grievances (under negotiated procedures with unions) per 1000 bargaining unit employees
 - Percent DA final findings of discrimination on EEO complaints

CHR Annual Evaluation (cont)

- Workforce Quality Metrics
 - Education Level of New Interns
 - Education Level by PATCO
 - Monetary and Time Off Awards - Rate per 1000 Employees
 - Disciplinary/Adverse Actions - Rate per 1000 Employees
 - Disciplinary/Adverse Actions - Rate by RNO

CHR Annual Evaluation (cont)

- Workforce Representation Metrics
 - RNO
 - Gender
 - Individuals with Disabilities
 - DA Interns and Local Intern New Hires
 - Gender
 - RNO
 - Total Workforce New Hires:
 - Gender
 - RNO
- See https://cpol.army.mil/library/civplans/chr_eval.htm for more information

US Army Civilian Personnel Evaluation Agency

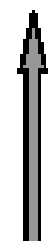
- Conducts agency-wide on-site HR reviews
 - Civilian Personnel Advisory Centers
 - Civilian Personnel Operating Centers
- Meets OPM oversight requirements
 - Talent (Staffing/Classification)
 - Performance Culture (Labor/Management Employee Relations, Human Resource Development)
 - Leadership
- Assesses regulatory compliance in major HR functions
 - 90% accuracy rate required
 - Measures personnel action timeliness as set by HQDA
- Directs corrective actions where deficiencies occur

Army Civilian Attitude Survey

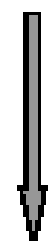
- Survey Metrics: Criteria for satisfaction levels (differs from use in Annual Evaluation)
 - By item or by combining items into composites
 - Strength: favorable response of 60%+ and less than 20% unfavorable
 - Opportunity for improvement: unfavorable response of 30% + OR unfavorable response of at least 20% and less than 50% favorable
 - Undecided: a large percentage (30%+) of respondents in the “neutral” category
 - Divided: equally strong favorable and unfavorable responses
 - Mixed: issues not fitting into any other category
- See https://cpol.army.mil/library/civplans/aatt_survey.html for more information

YOUR KEY DRIVERS OF OVERALL JOB SATISFACTION

High



Importance



Low

Priority Areas	Areas to Reinforce
Your Organization (55%) Satisfaction with Career (59%)	Satisfaction with Training and Development (61%) Performance Culture (62%) Satisfaction with First Line Supervisor (63%) Satisfaction with Work Group (74%)
Areas to Monitor	Areas to Maintain
Satisfaction with Job Placement/Promotion System (31%) Satisfaction with Discipline/Grievances/EEO Procedures (39%) Satisfaction with Awards and Recognition (43%) Satisfaction with Fairness (47%) Satisfaction with Management (49%) Strategic Planning (59%)	Satisfaction with Physical Conditions (64%) Diversity (68%) Customer Satisfaction (78%)

Most Critical Questions

Satisfaction with Career

21. I would recommend that others pursue a career as a civilian with this organization. (52%)

Your Organization

74. Compared to other organizations, how would you rate your organization as a place to work? (49%)
 71. My organization encourages creative solutions and new practices/ways of doing business. (51%)
 65. Civilian supervisors are concerned about civilian employee job satisfaction. (52%)
 67. I am satisfied with the amount of involvement I have in decisions that affect my work. (52%)

Low ← Current Performance → High

YOUR KEY DRIVERS OF SUPERVISOR SATISFACTION WITH CIVILIAN PERSONNEL SERVICING

High
↑
Importance
↓
Low

Priority Areas	Areas to Reinforce
<p>16. Rate Q/T of service on: planning/projecting HR needs. (34%)</p> <p>15. Rate Q/T of service on: handling reduction in-force. (40%)</p> <p>14. Rate Q/T of service on: advising on reorganizations. (40%)</p> <p>13. Rate Q/T of service on: job classification. (44%)</p> <p>5. Personnel refers candidates for vacancies in reasonable time. (46%)</p> <p>12. Rate Q/T of service on: recruitment. (46%)</p> <p>3. Personnel staff understands my unit's operation and mission. (49%)</p>	<p>17. Rate Q/T of service on: counseling employees on issues. (51%)</p> <p>19. Rate Q/T of service on: training. (52%)</p> <p>18. Rate Q/T of service on: discipline, complaints, perf. mgmt. (53%)</p> <p>2. Personnel keeps me informed re: personnel actions. (53%)</p> <p>21. Rate Q/T of service on: labor relations. (54%)</p> <p>20. Rate Q/T of service on: awards. (55%)</p> <p>9. No problems accessing personnel staff to get the info/service I need. (55%)</p> <p>8. Personnel keeps people informed about important changes in rules/benefits. (64%)</p> <p>11. Rate Q/T of service on: processing & pay actions. (64%)</p> <p>10. Personnel staff acts with integrity. (71%)</p> <p>7. Personnel treats people courteously. (77%)</p>
Areas to Monitor	Areas to Maintain
<p>110. Well trained by personnel to classify jobs in my work unit/group. (22%)</p> <p>113. Satisfied with the quality of candidates generated by RESUMIX. (34%)</p> <p>112. Auto. tracking tools – easier to track status of personnel actions. (39%)</p> <p>6. Personnel refers high quality candidates for vacancies. (41%)</p> <p>48. Satisfied w/processes to fill vacancies at this install/act. (43%)</p> <p>90. My work unit/group is able to recruit people w/right skills. (45%)</p> <p>49. Candidates referred to me for vacancies are high quality. (45%)</p> <p>111. Information in PERMISS is useful. (46%)</p> <p>46. Best qualified people are selected for promotions here. (47%)</p>	<p>63. I have enough training in civ. pers. admin. procedures. (55%)</p> <p>109. FASCLASS has sufficient position descriptions so I can find the right one. (58%)</p> <p>4. Personnel refers a reasonable number of candidates for vacancies. (62%)</p>

Low  Current Performance  High

Strategic Readiness System

- Active participant on Army and G-1 Balanced Scorecards
- Army Scorecard
 - Shape, Structure, and Distribute Personnel
 - P4-a: Current and Projected % of FY Manning Program achieved in terms of End Strength
- G-1 Scorecard
 - Acquire and Retain Personnel
 - P2-a: Current Rate of Turnover/Replacement in the Civilian Workforce
 - P2-b: Current Civilian Time to Fill
 - P2-e: Current Army Civilian Attitude Survey Satisfaction with Staffing and Classification Civilian Personnel Processes
 - Sustain the Force with Relevant Programs and Policies
 - P7-a: Current and Projected Civilian Separation Rates by Tenure

ACSIM Installation Status Report

- ISR Metrics of CPAC Effectiveness
- Average Time in CPAC (no longer a metric due to RPA Direct business process)
- Average Time to Fill (for information purposes)
- Average Time in Management Inbox (for information purposes)
- Average Customer Satisfaction Score: Pulse Survey
 - Satisfaction with labor relations, management employee relations, training administration, workforce planning, communications from the CPAC, overall satisfaction with advice and assistance from CPAC
 - Yearly assessment to all supervisors, including military supervisors
 - Comparable items from Army Civilian Attitude Survey on “off years”
- Only metric that counts in ISR is the Customer Satisfaction Score

	Category		Saratoga	
			2002	2002
		Army	Median Industry	Median 50,000+
1	Management Ratio	8.97	7.42	None
2	Average Tenure	16	8.32	11.7
3	HR FTE Ratio	61.97	89	97
4	HR Employee Cost Factor	\$68,113	\$71,600	\$64,760
5	HR Separation Rate	7.00%	12.1%	12.7%
6	Employee Cost Factor		\$56,307	\$55,766
7	Non Supervisory Employee Cost Factor		None	None
8	Managerial Employee Cost Factor		\$92,249	None
9	Executive employee Cost Factor	\$155,275	\$273,136	None
10	Voluntary Separations	5.87%	8.8%	8.0%
11	Involuntary Separations	0.54%	4.8%	6.2%
12	Total Separations	6.4%	15.0%	14.3%
13	Accession Rate	27.8%	19.8%	13.5%
	External Accession Rate	6.81%		
14	Time to Fill	56.00	43	34
	The population used to calculate the metrics above is characterized as follows:			
	1. Includes US domestic employees only.			
	2. Removes contingent employees (temporaries)			
	3. Includes career conditional and career part time and full time employees			
	4. Includes career and career conditional intermittent employees			
	HR metrics do not include HR trainers (235s).			
	HR metrics include 201s, 203s, 212s, 221s, 230s, and 233s.			
	HR metrics have used career field 50 to remove military personnelists.			
	Accessions here mean external accessions			
	Voluntary separations here means voluntary separations and retirements.			
	Employee cost factors are not median salaries. They are median salaries divided by FTEs.			